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"In the Stream of Life"

Mary Whitney White, a freelance writer, prefers Whitney White as a byline because "Mary White sounds like applesauce." Whitney White, then, 80-some years young, recently wrote in *The National Observer* that "there seem to be two ways of meeting old age. One is to resign to it, letting it take over your life; the other is to adjust to it, still keeping in the stream of life and prodding oneself gently into the activities one can still do."

A growing number of older persons appear to be choosing the second alternative, thus helping to put to rest the stereotypes which have distorted society's view of age.

There is, for instance, the stereotype that aging leads automatically to loss of productivity. This is belied not only by such events as an Arthur Rubinstein concert (he's 86) or 72-year-old Benjamin Duggar's discovery of the antibiotic aureomycin, but by the fact that one-third of the income of older people today is earned through active employment and does not come from social security or other financial assistance.

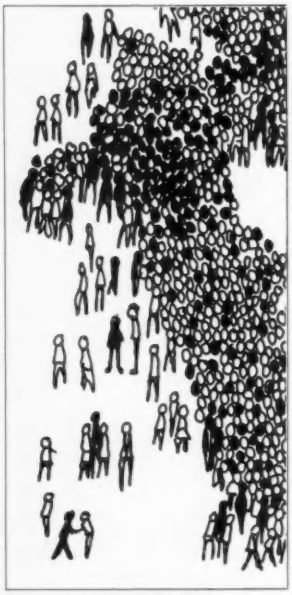
Other unproved stereotypes are that disengagement from society is a natural part of the aging process; that old age is a realm of blissful serenity—a myth which may cause neglect of the problems of older persons; and that aging should be measured solely in chronological terms.

Dr. Robert Butler, a research psychiatrist and gerontologist for the Washington (D.C.) School of Psychiatry, says that actually "there are great disparities in physiological, chronological, and sociological growth from person to person and within the same person." He likes to quote 102-year-old Dan Morris, who, upon being told that the pain in his left leg was natural at his age, angrily replied, "My right leg is also 102, and it doesn't hurt!"

In the shift away from distorting stereotypes, the Labor Department's active enforcement of the Age Discrimination in Employment Act and its manpower programs designed to help older workers are steps in the right direction. But all of us have a long way to go.

In the articles on pages 2 and 4 of this issue, MANPOWER takes a look at programs which are helping older persons who—like Whitney White and Dan Morris—stay "in the stream of life."

SIZZLING
SIZZLING
SIZZLING
SIXTIES



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THE SIZZLING SIXTIES

The Texas Refinery Corporation's Effective Antidote to Age Discrimination

Seventy-seven-year-old W. L. Ballard, of New York City, expects to retire in 20 years. If he does, it will be his second retirement. He retired for the first time 15 years ago—and he hated it. "I don't advise anyone to retire," he says.

Ballard, a former automobile dealer, launched his second career 5 years ago. He is a member of the sales force at the Texas Refinery Corporation (TRC), a company which now has 300 to 400 employees over 60 years of age.

'Young Enough to Dream'

These employees belong to The Sizzling Sixties—a unique, company-sponsored club established in 1955 and described by its President, Ray Baird, as "an organization of people still young enough to dream—and to make those dreams come true." Ballard, for example, is dreaming about winning the new car that TRC gives to each employee whose sales reach or exceed $100,000. And his dream is within sight; his sales are very close to that figure.

The average age in the club is 70; some members are over 80. These numbers reflect TRC president and board chairman Adlai Pate, Jr.'s belief in the advantages of employing older workers.

TRC, based in Fort Worth, Tex., is a manufacturer and worldwide distributor of roofing materials and wall coverings. It has offices and refineries in such far-off places as Moose Jaw, Canada; Mexico City; and the Duchy of Luxembourg. Its products are not sold in stores, but are distributed directly by its sales people.

To market its wares, TRC has hired older workers who have been, in many cases, forced to retire from other employment. The arrangement has been a success for both the company and the workers.

"This isn't a charitable thing we're trying to do," says Pate. "Our customers are people who own property. Many of them are elderly, even retired. We've found from experience that senior citizen property owners relate better to older salespeople."

TRC salespeople, who work on a commission basis, are of all ages; but the highest sales averages are often turned in by salespeople over 60, who

Dorothy Winter is director of Senior Skills Foundation, Inc., a nonprofit organization which encourages the employment of senior citizens.

by Dorothy Winter

make up 20 percent of the company's sales force. The folksy, low-key approach which many of them use seems to work especially well.

"I'm grateful," Pate says, "for what I consider the shortsighted policies of firms that enforce mandatory retirement of older employees. Every time they let someone go because of age, I have another potential salesperson. Good salespeople, like good wines, get better with age."

The Sizzling Sixties does not restrict membership, just as TRC does not restrict hiring, according to education, race, color, or sex. And, not surprisingly, the club has no age maximum.

"When we find 100-year-old persons willing and able to work," Pate says, "we will consider recruiting them."

Many members of The Sizzling Sixties work full time, while others are content with part-time employment. The average full-time TRC salesperson earns about $20,000. The ability to choose one's own working hours is a particular advantage to part-time workers.

"For 4 hours a day," says one club septuagenarian, "I'm as good a worker as I ever was. But after that, I want to take a nap. With this job, I can work mornings and then call it a day. It's perfect for someone my age."

Another "sizzling sixty," a retired sales manager for a wholesale grocery firm, says: "I have been very active all my life, and as long as I'm physically able, I will not just sit back and do nothing. I would rather work out than rust out."

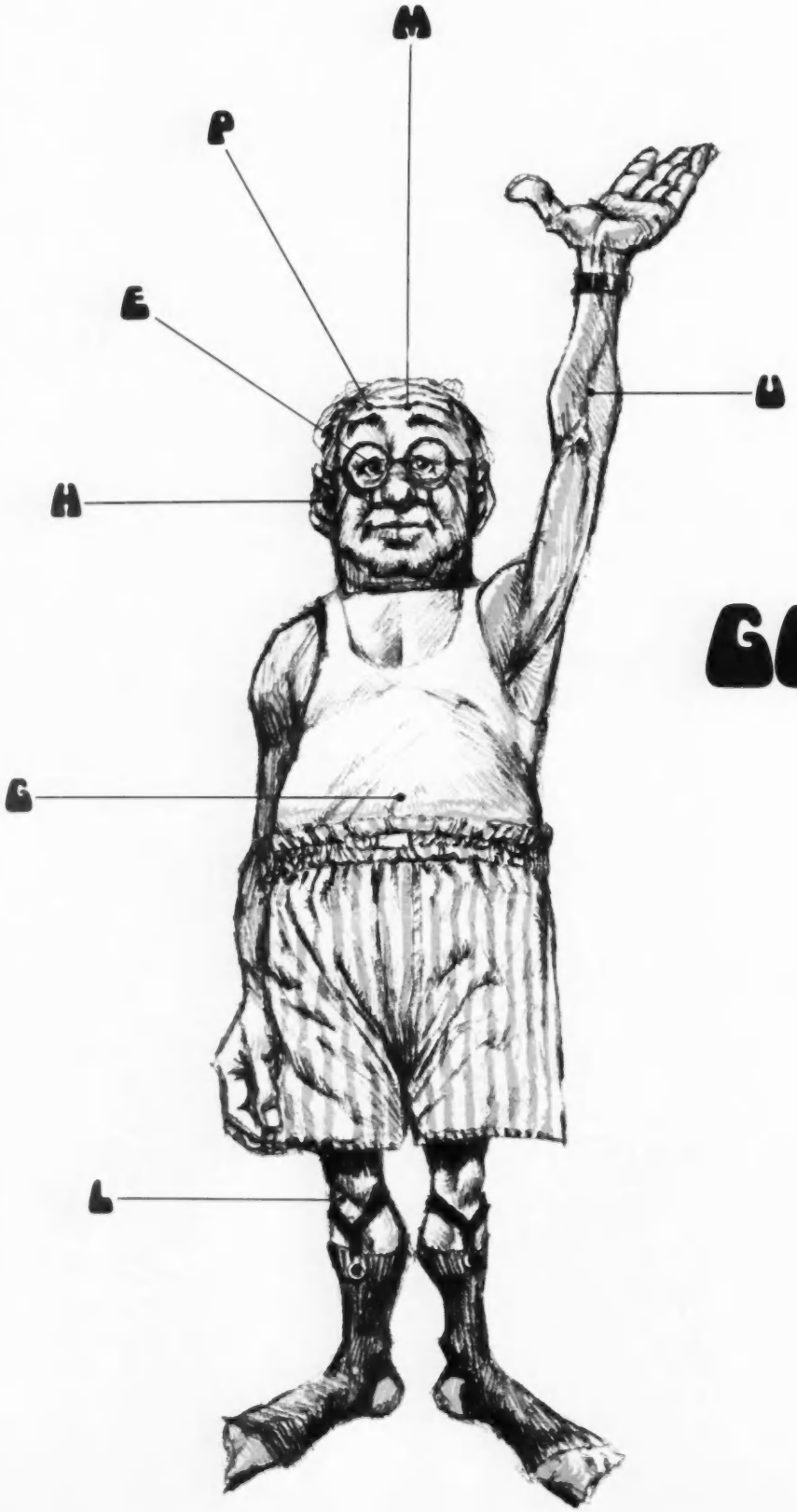
Not all TRC salespeople have previous sales experience. Their number includes former farmers, mechanics, government workers, service station operators, dentists, and veterinarians. One TRC salesperson kept a saloon, another is a retired Army colonel, yet another had to leave construction work because of a serious injury. One member of TRC's overseas sales force is a former church janitor.

TRC Praises Older Workers

In the opinion of Jack Brooks, TRC sales manager, the company's senior citizen salespeople "are usually more dependable. Once they become established with us, they are more inclined to stay. In general, they are more grateful for what one does for them and are easier to work with."

"Many workers who are retired or on social security are not under as much financial pressure as younger workers. These older workers seem to sell with a more casual and relaxed manner. This brings better results," Brooks adds.

"To prove that workers in their sixties are in the prime of life and that they are making a real contribution to our working economy." That was the goal of the founders of The Sizzling Sixties. It didn't take them long to meet this goal, and their successors have been going like 60—or more—ever since. □



GULHEMP:

What Workers *Can* Do

by Mary Youry

"I was GULHEMPed," the older man said to his friend. "Now I have a job." GULHEMPed? The friend looked blank. And no wonder. Except for a small but efficient operation in Portland, Maine, an aircraft factory in Canada, a physician who specializes in industrial health, and The National Council on the Aging, Inc., few people have ever heard of GULHEMP.

But for those few, GULHEMP has great significance. It is the key to opening the door to a closed job market; it can mean life renewed for the discouraged and emotionally moribund; it is a giant step toward changing American industry's attitude toward the aging process.

Here is what the odd-sounding acronym stands for:[1] G-General physique; U-Upper extremities; L-Lower extremities; H-Hearing; E-Eyesight; M-Mental-

[1] M and P factors are no longer utilized as measures in the system due to possible conflict with Equal Employment Opportunity Commission requirements.

Mary Youry is director of the Editorial/Publications Department of The National Council on the Aging, Inc.

System for Relating Job Requirements and Health Is Helping Many Older Workers

ity; and P-Personality. The combination forms the name of a unique system for testing an employee's physical condition and providing a parallel analysis of a particular job. GULHEMP aims to match workers to specific jobs, to underscore an individual worker's physical capacities for job performance, and to make it clear to all concerned that capacity and ability—not chronological age—are the determining factors in job performance.

The GULHEMP technique was developed by Dr. Leon Koyl. It has been implemented and tested in an industrial setting, and, for more than 14 years, has been applied successfully at deHavilland Aircraft, Ltd., in Toronto, Canada.

Accentuates the Positive

Unlike most employee health evaluations, GULHEMP does not stress the negative aspects of a worker's physical condition. Typical health reports note "heart condition" or "arrested pulmonary tuberculosis" and include functional limitation statements such as "cannot lift heavy loads" or "continuous pressure ill-advised." Managers and supervisors learn only what the worker should not or cannot do. GULHEMP is the reverse; it emphasizes what individuals, regardless of age or disability, *can* do in a specific job role.

In June 1970, the GULHEMP system became the focal point of operations for the Industrial Health Counseling Service (IHCS) in Portland, Maine. The Maine Employment Security Commission (MESC), through a grant from the Manpower Administration of the U.S. Department of Labor, had contracted with The National Council on the Aging, Inc. (NCOA), to set up IHCS as an experimental project to be implemented by the National Institute of Gerontology, a program of NCOA headquartered in Washington, D.C.

Portland is ideally suited to the experiment. Located in a State with a high proportion of middle-aged and older persons and ranked as a city of small-to-medium size (110,000 population), it contains varied kinds of both large and small industries.

IHCS began life with a small office in the heart of downtown Portland and four staff members—director Neil Nelson; an industrial physician; an industrial nurse, Mrs. Eula Keenan; and a secretary.

Then, as now, at least two of the staff members wore more than one hat. They had to. Word of the project had to be spread, and only IHCS personnel could supply the information that explained its presence, outlined its aims, and—vitally important—convinced employers to change their hiring policies. So, in addition to his basic duties as director, Nelson functioned also as the project job analyst, as its chief salesman, and as contact man between industry and MESC. Canvassing local industry and business to enlist their cooperation in referring prospective employees to the IHCS office was an ongoing activity.

At the same time, Mrs. Keenan had extra duties that included a series of personal visits to social service agencies to publicize IHCS and to line up these agencies as places to refer IHCS clients if the need arose. Early on, it was discovered that physical examinations and interviews could and did reveal problems beyond the IHCS scope, problems ranging from no money to pay the rent or buy food (cases for the city welfare department) to findings of cancer or arthritis that required further medical attention.

No one physically examined at the IHCS medical unit "has ever been upset at learning about a physical disease or malfunction," said Mrs. Keenan. "They are eager to have it taken care of by the right doctor—and not disturbed because they don't get the jobs they were GULHEMPed for."

Mrs. Keenan succeeded Nelson as director in June 1972, and was succeeded by Dr. Donald Marshall, former chief of urology at the Maine Medical Center, who became acting director in early 1975. By June 1972, almost 100 Portland industries had subscribed to IHCS, and more than 1,000 middle-aged and older workers who had been unable to find work because of their age had found jobs after GULHEMP.

Today, the IHCS staff has expanded to seven—the project director, a physician, two registered nurses, a job analyst, a secretary, and a part-time senior community services project aide. Besides receiving funds from the U.S. Government, IHCS operates partially on money it earns in fees from local industries.

Exams Are Thorough

Local firms that use IHCS services pay $25 for the physical examination of an employee or prospective employee, plus $75 for a job analysis. The dual process begins as soon as an individual walks through the IHCS door. First there is the physical examination by Dr. Marshall. The head-to-toe examination lasts about an hour and includes extensive testing by modern equipment that checks hearing and visual capacity, heart and pulmonary function, ability to lift and push, and the range of the individual's mobility. One of the two nurses administers a battery of blood tests, six in all, and another nurse subjects the person's urine to five different analyses. Though the average caseload is nine patients a day, as many as 15 have been examined in a single day during peak periods.

GULHEMP

"It's a very thorough job," recalls Raymond M. Whitten, a worker helped by GULHEMP. "They didn't leave anything out, and I felt the report they gave me afterwards was a full, true picture of my health." That same worker, age 67, is now employed as an office clerk, a job found after months of "beautiful runarounds" from firms that didn't want him because of age.

The IHCS medical facility, which operates as a screening center rather than a diagnostic center, is a suite partitioned into two examining rooms, a laboratory where nurses perform the "lab work," a dressing room, and a lavatory. The equipment and medical supplies cost more than $10,000. In Dr. Marshall's private office down the hall, patients are told the complete results of their medical exams. If problems have surfaced, a nurse assists in making referral arrangements. When patients come through with a clean bill of health, their hopes and dreams to work again productively become the business of Charles A. Full, the IHCS job analyst.

Job Profile Is Developed

What is a job analysis? Full, 63, a retired industrial engineer now in his third year at IHCS, would say it is what the two words plainly suggest: an analysis of a particular job to formulate an accurate profile of its fitness requirements and to insure that a particular worker (whose physical abilities have been determined by the IHCS medical examination) can meet these requirements. Full analyzes and profiles the specific job or jobs for which the individual has applied. Essential to the work is his "bible," the Manpower Administration's *Dictionary of Occupational Titles*, which lists more than 30,000 jobs by category and supplies basic information about the requirements of each.

Ultimately, Full compares the completed job profile and an individual's medical profile. The ideal outcome is for the two to match. If they do, both are sent to MESC or to a company known to have appropriate job openings, with an IHCS recommendation to hire the person.

In his booklet, "Technical Training Guide for Physical Demands Analysis," former IHCS director Nelson describes the purpose of job analysis as follows:

To collect and analyze occupational data to facilitate personnel, administrative, or information functions. The analyst consults with management to determine type, scope, and purpose of analysis, and compiles staffing schedules, flow charts, and other background information about company policies and facilities to expedite study. . . . Physical demands analysis entails studying jobs and interviewing workers and supervisors to determine physical and mental requirements of jobs in relation to materials, machines and equipment, products, procedures, subject matter, and services involved.

Full, then, does not spend his work days sitting at a desk; on the contrary, he spends more than half his work time anywhere that work is done: at a factory, a post office, a distributing firm. His chief contacts are top management and personnel officers. It is their responsibility to explain Full's presence and tell employees why he is there with pencil and notebook, observing the minute details of a given job performance and asking questions. "Otherwise, unless they're told, the workers think I'm around to check on them," says Full, "and that makes them uneasy."

For every job analyzed, Full must prepare a worksheet representing the job's physical and environmental demands, then review his findings with the supervisor. Physical demands listed on the worksheet include such items as "lifting," "carrying," and "pulling." Environmental factors range from "inside work" to "hazardous machines" and include other elements that may jeopardize a worker's safety—for example, "sharp tools or materials," "exposure to burns," and "slippery floors." IHCS helps employers meet standards of the 1970 Occupational Safety and Health Act by recommending ways to eliminate hazardous job conditions revealed through job analysis.

Analysis of Job Design

The job analyst can see whether a particular job design places unnecessary demands on an employee which might be potentially detrimental to the worker's health and safety. The analyst then discusses the job and its operation with the employer and makes recommendations to improve the job's design and safety.

Full says that no worker who has been through GULHEMP has filed a workers' compensation claim and that absenteeism tends to drop sharply for participants who have been through the program. He cites as an example a post office employee whose job had for two decades required that he stand at a machine for long hours at a time. With no warning, the man's perfect attendance record was suddenly marred by frequent absences. An analysis of his job and a medical examination which showed that he was afflicted with high blood pressure, varicose veins, and diabetes led to the conclusion that the job was no longer appropriate for him. He sits at a desk now, doing different work but still employed by the post office.

Gary E. Whitney, for the past 3 years manager of the Maine Employment Security Commission office in Portland, enthusiastically praised IHCS and the

Dr. Donald F. Marshall, Industrial Health Counseling Service physician, who in peak periods examines—from head to toe—15 persons a day.

Industrial Health Counseling Service offices in Portland, Maine.

service it performs. "IHCS is a very important part of the total employment picture here," declared Whitney, "and the spinoffs are electrifying." Arnold Hawks is the chief job counselor in the employment security office, and under him two staff members are assigned exclusively to counsel middle-aged and older workers. A manpower specialist handles the intake process and refers individuals to jobs—if there are no problems. Those with problems—often persons who can't find work because of age discrimination—go the counseling route.

Last August, 137 middle-aged and older workers—30 percent of them between 40 and 45—applied for jobs at the employment security office. Whitney pointed out that prospective employers who consider such persons "too old" for certain types of jobs tend to change their minds when confronted with GULHEMP and physical examination results. Evidence of the physical capac-

Mildred Morong's pulmonary function is tested by Vera Quinn, R.N., part of the GULHEMP process at the Industrial Health Counseling Service. Mrs. Morong, 59, seeks a new career as an office worker.

A truck tire is changed at the Noyes Tire Company (right), a job that proved too arduous for Lewis F. Kennedy, 67, who was rehired as a serviceman after retirement, GULHEMPed and then reassigned to general maintenance work.

GULHEMP

ity to do a job involving physical activity is a plus for the jobseeker; the IHCS material is an added tool employment security counselors can use to persuade employers to hire older clients. In the past year, jobs in the metal and machine trades of three separate industries have been filled by older workers whom employers had considered ineligible before GULHEMP results indicated that they could perform the work.

Whitney said IHCS has helped to change the employment security office image. Once the accent was "unemployment, negative" he explained. Now it is positive, particularly for people in the "older age" bracket, because the chance of job placement is enhanced by GULHEMP and the IHCS screening process. Before the IHCS breakthrough, older workers seemed to resent counselors and acted as if they were hindering rather than helping. Many, after halfheartedly agreeing to talk with counselors, failed to show up for appointments. Pessimistic attitudes and outlook altered radically when word got around that people were landing jobs after exposure to the IHCS program.

"What a difference!" stated Whitney. "The entire IHCS program is a fantas-

"Company after company turned me down," reported Raymond M. Whitten of his discouraging job search. "It was my age." Today, at 63 and after successful GULHEMPing, he is an office clerk, just joined his firm's pension plan.

tic success. I think it should be incorporated physically as part of the employment security operation. Today our client booking there is solid."

Lives dramatically touched by IHCS include that of Mildred Morong, 59, whose job was taken over by a computer at the shoe manufacturing firm where she had worked as a checker in the payroll department for nearly 19 years. Says Mrs. Morong simply, "They picked the younger ones to stay."

After an IHCS physical examination showed no recurrence of the cancer for which she had surgery in 1971, Mrs. Morong was placed in training provided by the Concentrated Employment Program which is now funded under the Comprehensive Employment and Training Act. Mrs. Morong is attending school to obtain the equivalent of a high school diploma and to learn new skills to fit her for general office work. IHCS will step in again with another GULHEMP and a new job analysis when her training is completed.

Raymond M. Whitten is 63, softspoken and intense. His varied working experience has ranged from the presidency of a lumber company to office worker to night watchman. It was in the last occupation that he suffered a heart attack, his second in a decade. GULHEMP findings indicated that he was still capable of working, and today, Whitten is an office clerk for a manufacturer and supplier of building materials. He has just put in for the company's pension plan.

His bitterness reduced now because of present job security, Whitten has still vivid memories of the discouraging days when he fruitlessly sought work. "Company after company turned me down. It was my age, though many just said I was overqualified. One firm that I went back to several times finally put 'under 40' as a job requirement in its want ad." (Such advertising is illegal under the Age Discrimination in Employment Act.)

Lewis F. Kennedy, 67, retired in 1972 from the Noyes Tire Company, but retirement didn't set too well with him. He had been a serviceman at Noyes, changing tires 90 percent of the time, and he liked the work. He missed it, and when a former customer telephoned to deplore his absence, Kennedy decided to ask for his old job back. The company was willing, Kennedy obviously was willing—but the years had taken their toll. "I was feeling it after a couple of days," he reports, "and realized it was the job for a younger man."

Kennedy continues to work for Noyes, though, now as a general maintenance worker. He works from 7 a.m. to 4 p.m. 3 days a week. "I was GULHEMPed," he says, "and came out fine. I love this work and this place and hope to stay here as long as I'm efficient."

Firm Endorses GULHEMP

Noyes Tire Company's personnel manager, John W. Meredith, said in 1973 that 43 of the 143 employees in the firm's two Portland area branches had been hired through IHCS services over a 2-year span. He quoted from a letter written by Noyes' president to the greater Portland business community: "Would you like to reduce your turnover rate by 22 percent, enjoy the lowest number of workmen's compensation claims in a 5-year period, and—at the same time—increase your work force by 51 percent? I did. How did I do it? With the help of IHCS."

Similar tributes have been paid IHCS by other companies. Client firms include distributing centers for appliances and other equipment, factories, precision instrument designers, commodity dealers (such as Noyes), and a division of the U.S. Postal Service that encompasses 134 offices. Many companies say that IHCS has proved helpful in hiring, job placement, and reassignment decisions.

In nearly 3 years of operation, IHCS has processed 4,000 job applicants, given 3,800 physical examinations, compiled a 2,000-job index, and served more than 130 companies ranging in size from 10 to 1,700 workers. IHCS estimates the financial savings to these companies to be over $500,000. In the course of the physical examinations, 2,215 health problems were identified, and 1,831 examinees were referred to other medical facilities for treatment.

Efforts are underway to export the program to other States and, at the same time, to keep Portland's facility going. Potential sources for the broad base of financial support needed to maintain the facility are the fees charged for service; the Comprehensive Employment and Training Act; the Administration on Aging of the Department of Health, Education, and Welfare; the Community Chest; and contracts with additional organizations for specific industrial health and manpower services. By supporting the project now, the Maine Employment Security Commission is helping to insure the place of IHCS as a permanent industrial health facility. The commission would continue to gain special services and benefits at diminishing cost as other agencies pick up a share of the IHCS budget.

Data collected from participating companies leave no question of the project's multiple benefits. The overall goal is to convince others in industry of the inherent truth: Age is never a barrier to working, only physical limitations are. And these can be measured and fully compensated for by using a yardstick called GULHEMP. □

News&Notes

Nearly $40.8 million was allocated during the third quarter of fiscal year 1975 under title III of the Comprehensive Employment and Training Act to migrant and other seasonal farmworker programs in 47 States which needed special assistance. Migrant workers, Indians, youth, and others will receive training, work experience, education, and help in finding work, transportation, and day care. There were 61 allocations ranging from $4.1 million to North Carolina's Migrant and Seasonal Farmworkers Association to $17,000 for Rhode Island.

* * *

Under the new Emergency Jobs Act, 214 Indian reservations will receive $5,887,590 for 800 or more public service jobs. This brings the total money available for Indian public service employment this year to $12,942,685, which could create about 1,850 jobs. To qualify as an independent prime sponsor and receive funds directly under CETA, a reservation must have at least 1,000 residents and a formal governing body capable of administering such a program. Reservations that can't qualify as prime sponsors are expected to join others to form consortia and receive funds that way.

* * *

Substantial numbers of government workers in England, New Zealand, and Germany now have flexi-time work schedules. Flexi-time means flexible working hours, within limits. For example, employees may be given the option of putting in their required 8 hours of work anytime between 7 a.m. and 7 p.m.

* * *

The State University of New York at Buffalo is making a study of nurse practitioners (NP's) to determine who and where they are. Information gathered already shows that there are 147 identified programs offering formal training to prepare registered nurses for expanded functions in patient diagnosis and treatment. Questionnaires have been sent to each program director asking about the characteristics of NP training, including contents, duration, categories of faculty disciplines, and the degree of responsibility for which graduates are being prepared. A separate questionnaire is being sent to 1,500 nurses completing training between May 1974 and May 1975. This questionnaire will ascertain the number of NP's graduated annually, their backgrounds and prior experience, and their expectations of future roles.

* * *

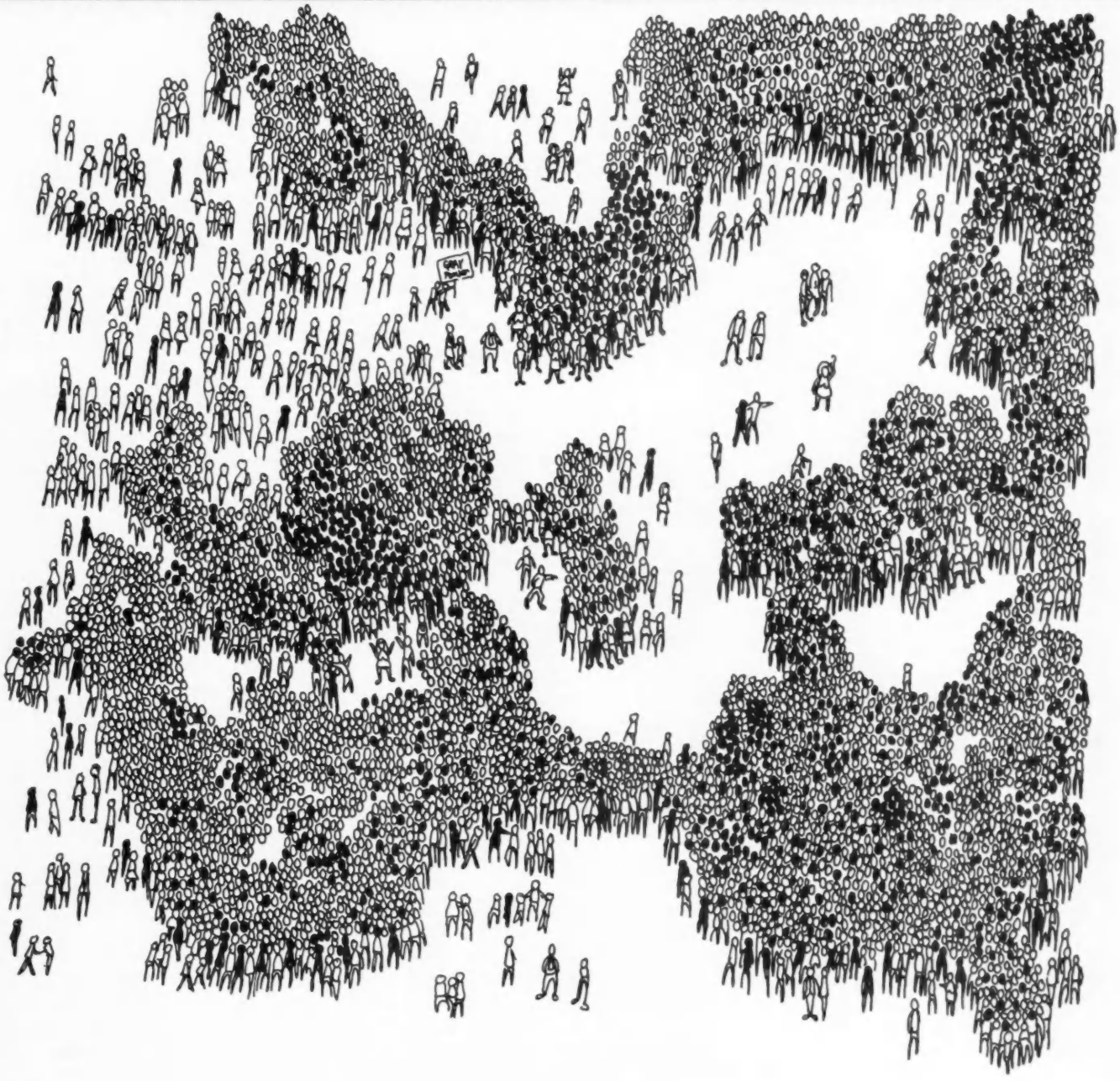
The Pennsylvania Unemployment Compensation Board of Review has ruled that workers who quit their jobs on the recommendation of their doctors because of air pollution cannot be barred from receiving unemployment compensation. The decision involved a $6.10-an-hour dockworker who became ill unloading grain and was advised by his doctor to stay away from the dust on the job. The board found that the dockworker was required to work "in considerable dust and chemicals in the dust from the grain, and the dust adversely affected his health when the dust and chemicals got into his lungs." The board decided that the dockworker's reason for leaving his job was "of necessitous and compelling nature" and, since no work was available on general cargo, he was therefore entitled to unemployment compensation.

* * *

Final regulations on employment of full-time students at subminimum wages are now in effect. The regulations tell employers how to obtain Labor Department certificates to employ full-time students at 85 percent of the Federal minimum wage. Retail and service establishments, agriculture, and institutions of higher education are affected. The Fair Labor Standards Act limits the hiring of students at subminimum wage rates to ensure that such workers do not displace regular full-time employees.

* * *

To prepare for grants they will soon receive under title III of CETA, 125 Indian prime sponsors took part in a 2-day training session in six cities across the country. The aim of the workshop was to improve the prime sponsors' responses to program requirements and management of their grants. The sessions covered such topics as fiscal and program reporting, Federal guidelines, employability planning, property acquisition, and government contracting requirements.



Probing the Preretirement Years

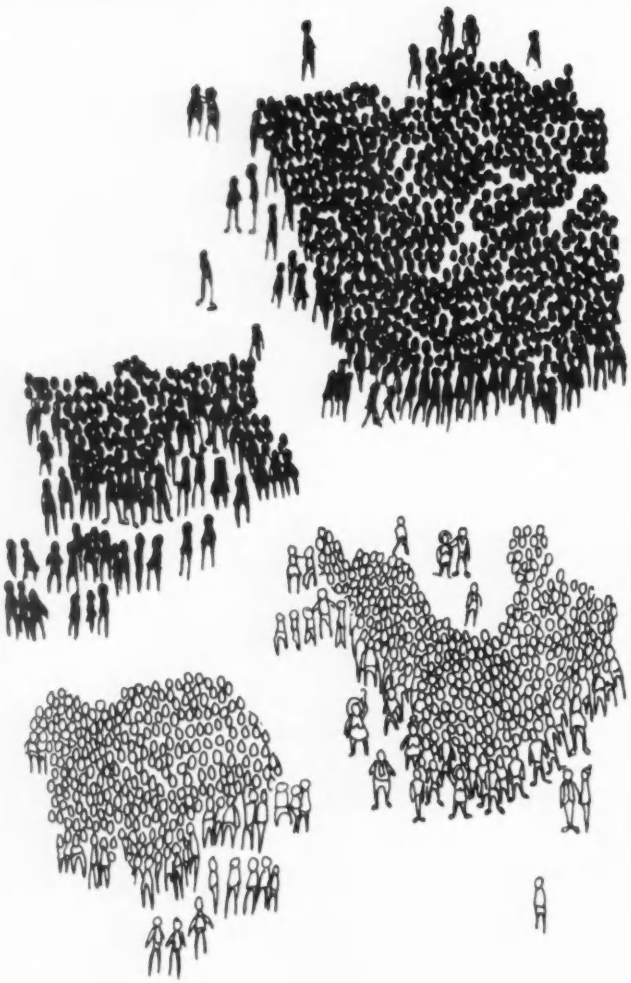
by Laura Perlman

Manpower Administration-Sponsored Survey Yields a Rich Harvest of Information on the Middle-Aged Worker

Would you like to know how many young people in the West prefer hockey to football? What middle-aged women in the Northeast think is the main problem in their communities? What people in the Rocky Mountain area think of doctors, lawyers, and government officials? Or even unemployment statistics for the whole United States? Answers to questions such as these are among the best known products of scientific sampling techniques, and they influence public and private decisions on a wide array of different matters.

A major gain to manpower planners is the wealth of information such surveys supply on the job situation of various groups of Americans. But valuable as studies based on a single survey are, they lack a vital element: the perspective of time. They can tell us where people are—but

Laura Perlman is a member of the Manpower Administration Information staff.



Preretirement

not how they got there, where they are going, or what problems they encounter along the way.

That kind of information can come only from continuing surveys. To find out what happens to a major segment of the working population over several years, the Manpower Administration is sponsoring a 10-year study by an Ohio State University research team on the work lives of middle-aged men. Reports on this study, entitled *The Pre-Retirement Years*,[1] have examined a rich harvest of information gained from periodic surveys of the same group: some 5,000 men aged 45 to 59 when the study began in 1966. The men live in 235 sample areas located in every State and the District of Columbia. The original sample, now only slightly diminished by attrition, consisted of some 3,500 whites and about 1,500 blacks, a 3-to-1 overrepresentation of blacks designed to provide statistically reliable estimates for them and to permit more confident analysis of differences in labor market experiences of blacks and whites.

The latest report, volume 4 of the series, carries us through the 1971 surveys, which completed the first half of the study period. It consists of research papers by the staff

[1] *The Pre-Retirement Years*, vol. 4, Manpower R&D Monograph 15, is available from the U.S. Department of Labor, Manpower Administration, Washington, D.C. 20213.

'Following the general pattern of national unemployment between 1969 and 1971, the rate doubled for blacks in the sample but increased by only two-fifths for whites.'

of Ohio State's Center for Human Resource Research that distill findings on major topics related to the men's work status and experience. These findings were gleaned from four separate interviews and a mail survey of the entire sample. Subjects covered are earnings and employment, job changes, occupational mobility, early retirements, and an area the study calls "internal-external control and labor market experience," which relates attitudes such as initiative to job success.

Findings Reflect Economic Changes

A major gain from a study carried out over time is its ability to relate changes in job situations to economic changes. It can, for example, offer some insights into an issue of particular current relevance: the impact of an economic downturn on different groups of workers. The study covered 3 prosperous years followed by a 2-year recessionary period. How did shrinking opportunities affect the men's work lives? The not unexpected findings are that, by several measures of job well-being, blacks suffered more than whites. The major finding is the much-discussed gap in unemployment rates: Following the general pattern of national unemployment between 1969 and 1971, the rate doubled for blacks in the sample but increased by only two-fifths for whites.

Less well-known is the finding that training is highly sensitive to the state of the economy, and that a disproportionate number of blacks lose out during a slump. During the good years—1966-69—blacks with little education were trained in semiskilled and laborer occupations, the study reports. But with the economy in a recession, funds for such training dwindled, and these opportunities plummeted.

The study also found that while an increasing number of men—both blacks and whites—left the labor force during the 5-year period covered, the proportion of blacks leaving was higher. Significantly, the difference between the two groups widened considerably between 1969 and 1971, the study says, suggesting "that the loosening of the labor market in that 2-year period had a differentially adverse impact on the blacks."

One study finding with major policy implications concerns the prevalence and effect of health problems among middle-aged black men. While figures on the overall sample show a higher proportion of blacks than whites outside the labor force, an analysis confined to men who reported no health problems reverses the picture: For each survey year, the share not in the labor force is smaller for blacks than for

whites. A logical inference is that by middle age, disproportionate numbers of black men have health problems serious enough to preclude work and that blacks are less able to afford health care that might have prevented or ameliorated their disabilities.

The survey data may well be useful in current discussions of various comprehensive health insurance proposals. For example, of the total group of early retirees in 1971, only about two-fifiths of the white men and three-tenths of the blacks were substantially free of severe health limitations, the study reports. Moreover, a considerable minority of the sample report health conditions that limit the amount and kind of work they can do. Men reporting health problems have lower hourly and annual earnings and suffer more unemployment than those without such limitations, it found.

Likewise, poor health is an important factor in explaining early withdrawal from the labor force of both white and black men, the study says. From the reasons retired men reported for leaving their 1966 jobs, it concludes that a third of the whites and over half of the blacks were forced out by poor health. More than one-tenth of each group was laid off or discharged, and only about half of the whites and a third of the blacks left voluntarily.

'. . .of the total group of early retirees in 1971, only about two-fifths of the white men and three-tenths of the blacks were substantially free of severe health limitations. . .'

Another study finding is that blacks and whites get different payoffs from initiative. These gains include higher earnings for blacks as well as whites, the study says, but better, higher status jobs only for whites. It found that whites were, on the average, twice as high in occupational status as blacks, and it attributed only a quarter of this gap to differences in attitudes, education, training, tenure, region of residence, and similar factors. The remaining three-quarters was attributed to lower returns on black skills, abilities, and initiative. At times, the authors observe, hopes of progress may cancel out the discouraging effects of low payoffs on initiative—as in the 1965-69 period, which was characterized by general prosperity, civil rights activity, and inceasing public sector unionism. But, the authors continue, expectations are not easily fulfilled—and, in fact, earlier gains were jeopardized during the 1969-71 downturn. The 1971 surveys recorded declining faith among blacks, along with certain other groups, in the payoff from initiative and hard work.

In many manpower studies, as in the daily newspaper, ordinary occurrences and satisfactory but unspectacular gains often go unreported. In *The Pre-Retirement Years*, however, readers can learn that most middle-aged men are doing relatively well. "A very substantial majority have no special labor market problems," it reports; they remain full-year, full-time workers, with decreasing financial obligations and increasing gains in real income. Though job satisfaction decreased somewhat over the 5-year period, over nine-tenths of the men employed in 1971 reported such satisfaction, and almost half said they like their jobs "very much."

Age, Earnings, Productivity Are Linked

In every year, the study reports, there is an inverse relationship between age and average annual earnings, leading to the impression that the earnings of a middle-aged man decline as he grows older. Yet, men in the sample actually experienced an increase in real hourly earnings between 1967 and 1971, amounting to 11 percent for white wage and salary workers and a bit more for their black counterparts. The study concludes that rising productivity over time "more than compensates for whatever tendency advancing age has to depress real earnings."

The study findings support some commonly held beliefs. They show, for example, that one of the main considerations leading to expectations of early retirement is poor health and that another is eligibility for a company pension or union pension of $600 or more per month. Among the other considerations are: having no dependents other than a wife,

'Though job satisfaction decreased somewhat over the 5-year period, over nine-tenths of the men employed in 1971 reported such satisfaction. . .'

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or expecting to have none before age 65; and disliking the job or work generally.

Other pieces of conventional wisdom also find support, but the expected findings are subject to some unexpected qualifications. For instance, both the propensity to change jobs and the opportunities for doing so are considerably more limited for middle-aged men than for younger men. Job movement is further limited by declining economic activity and the existence of private pension plans. These findings are not particularly surprising. But the study also reports that many middle-aged men do change jobs and profit by the move. More than 1 out of 8 men in the sample employed as wage and salary workers in 1966 had voluntarily moved to a different employer by 1971 and had, on the average, experienced an improvement in working conditions. "Certainly, this is true if the criterion is job satisfaction," the study says. "In hourly earnings, one can say that the changers did at least as well as the nonchangers, and generally speaking, somewhat better."

Another expected finding of the study is that by the midpoint in their working lives, "most workers have reached an occupational level from which they are not likely to advance." But the study also reports that "a substantial

minority of working men in their late forties and fifties do change occupational assignments and, on balance, profit economically and psychologically from having done so." (Chances are, though, that few work for the government. The study found that middle-aged government employees are much less apt to get promotions than workers in private industry. The explanations it suggests are either a tradeoff of advancement for job security or a practice of early promotion in government that has moved workers as far as they can go by middle age.)

Yet another finding is that, as a man grows older, he is less likely to take formal occupational training; and if he is middle-aged and white, he probably won't profit much from any training he does take. Evidence from the study shows that "the impact of training on the earnings, unemployment, and labor force participation of white middle-aged men is marginal at best." But the study also found that company training had substantial effect on black middle-aged men with prior training. Yet black middle-aged men take less formal occupational training than do whites, even when education and occupational position are controlled, the study reports. A sizable part of the difference, it says, reflects low participation in company training programs.

'A substantial minority of working men in their late forties and fifties do change occupational assignments and, on balance, profit economically and psychologically from having done so.'

When it comes to prior training, the study shows that blacks are at an even greater disadvantage. Before 1966, most were excluded from company training for salaried managerial, professional, and clerical occupations. Those who did get into company programs were usually trained in skilled manual work. Moreover, blacks commonly had less chance to put their skills to work. Whites in the sample were using much of their earlier training, even that received years previously from the Armed Forces and other outside sources. In contrast, blacks' skills, especially those acquired in formal on-the-job training and apprenticeship, were underutilized.

Prosperity May Be Key to Black Gains

Moreover, the assumption that the gains enjoyed by certain middle-aged black men resulted directly from their training remains unproved. Was prosperity the cause instead? The study raises this possibility. An alternative explanation, it suggests, is that the gains are "merely a result of improved employment opportunities for some blacks brought about by a period of sustained economic activity, intense civil rights demonstrations, and better enforcement of fair employment practices legislation."

If such factors explain at least part of the black gains, we are left with little evidence to support the value of training for middle-aged men. Logically then, are our manpower dollars better spent on training younger people? Not necessarily, says the study. Rather we should look further into the effect of training on *selected* groups of the middle-aged. For example, the study's rather negative findings about training returns come from a sample of middle-aged men who were fully committed to the labor force at the outset of the survey. Hence they tend to exclude those workers whose employment and labor force participation might have improved with training.

Volume 4 of *The Pre-Retirement Years* brings the youngest men in the sample to their fifties and the oldest to the brink of customary retirement age. Originally, the study was scheduled to end at this point. But in 1973, plans were made for a 10-year study. The first telephone survey in the new series was conducted in mid-1973 and reached 93 percent of the eligible men. Additional surveys are to be made biennially by telephone, ending with face-to-face interviews at the end of the 10-year period. One wonders: What changes will another 5 years bring to these middle-aged and now older workers as increasing numbers experience the pleasures—and hardships—of retirement? □

TENDER LOVE AND DAY CARE

by Gloria Stevenson

They come barely able to toddle or moving at a 5-year-old's perpetual run, neatly dressed or with shirts wrong-side-out and shoelaces dragging, boldly independent or painfully shy. Yet, in some ways, the 50 preschool-age children who attend Houston's Urban Affairs Child Development Center are very much alike.

All the children are black and from low-income families living in Houston's poor Fifth Ward. The majority are from

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Gloria Stevenson is assistant editor of MANPOWER magazine.

Assistant teachers Diane Washington and Wiltessa Cebrun help youngsters assemble jigsaw puzzles.

The Urban Affairs Child Development Center provides low-cost day care to children from a poor neighborhood in Houston. TRW, Inc., contributes 30 percent of the program's annual operating costs, and Federal funds cover the other 70 percent.

single-parent homes. All are enrolled at a low-cost day care center that enables their parents to work and thus get off—or avoid—welfare rolls. And all are cared for at the center by a staff that includes teacher assistants hired from the ranks of the disadvantaged and trained through Federal manpower funds.

The Urban Affairs Child Development Center is a nonprofit project sponsored by TRW, Inc., a Cleveland-based corporation with Houston operations that build oil field equipment and provide space flight support systems. Unlike almost all other industry-sponsored day care programs, TRW's facility is not operated for

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children of employees but as a service to the community in which it is located. The center is largely financed by Federal funds with major contributions from TRW, and it draws assistance and support from local businesses and nearby universities.

Impetus for starting the center came from two considerations: altruism and self-interest. During the 1960's, TRW executives came to believe that business must ultimately play a greater role in solving the problems of the disadvantaged.

Corporate Enthusiasm

Speaking at a 1968 meeting, R. A. Newman, director of Corporate Relations, said, "Big business, forward-thinking business, is now recognizing that its expanding role in this society will include the commitment of corporate resources to help solve the massive and seemingly hopeless problems facing America today—hard-core unemployment, poor education, rising crime, to name just a few. It's only a question of time, in my view, until all of business will have to become involved to some degree in these problems in order to insure its own survival."

Newman added, "Frankly, I don't think business really has a choice—we can go with enthusiasm, or quietly, or in legislative handcuffs."

With this perspective, a group of TRW managers from Houston decided to try to help alleviate the Nation's urgent need for day care. The U.S. Department of Labor's Women's Bureau reports that in March 1974, the Nation's working mothers had over 6 million children under the age of 6. Yet, latest figures indicate that day care in licensed centers and homes is available for only a little over 1 million children.

The center opened in July 1972 after 2 years of planning and preparation. The Urban Affairs Corporation, a nonprofit agency which is sponsored by TRW and has a TRW employee as executive director, did the groundwork and is responsible for the center's administration and day-to-day operation. From the idea stage onward, the corporation worked with child development specialists from several Texas universities to develop facilities, select personnel, and develop a program that would help low-income youngsters build intellectual, social, emotional, and physical skills.

The center is located in a one-story brick building in the Fifth Ward, a neighborhood of rundown wooden bungalows. The building, formerly a doctor's clinic, needed extensive renovation when the Urban Affairs Corporation leased it, and the corporation solicited contributions of building materials and furniture worth $40,000 from Houston individuals and firms for the project. TRW employees and local civic groups pitched in to build walls, paint, and do other construction work. Today, the center has a dining room and three colorful classrooms with child-size furniture, toys, and educational equipment.

Assistant teacher Wiltessa Cebrun tries to keep the children's minds on their food, not on the camera.

Staff at the center includes four teachers (two with master's degrees), six assistant teachers, a full-time social worker, a cook, a housekeeper, and a secretary-bookkeeper. The assistant teachers are all disadvantaged women hired with Federal manpower funds.

When the center first opened, the assistant teacher trainees were recruited through the Department of Labor's New Careers Program, which paid the trainees' salaries and also picked up the tab for 10 hours of job-related college courses which they had to attend weekly. Since the Department of Labor's manpower programs have been decategorized, CETA funds distributed through the Houston mayor's office pay new trainees $2.10 an hour during their first 6 months of on-the-job training. After that, salaries are paid by the center.

Most of the assistant teachers at the center had been receiving welfare payments when they were hired. Like Celestine Joseph, one of the center's first four assistant teacher trainees, most are also heads of households.

Ms. Joseph and her husband separated several years ago, and she was left to support the six of their nine children who were still living at home. She took a $64-a-week job as a counter clerk in a drycleaning shop, but her paycheck didn't cover the family's living expenses and home mortgage payments of $110 a month.

Ms. Joseph applied for welfare and was given aptitude tests, interviewed about her job interests, and referred to the Work Incentive Program for additional counseling, testing, and job orientation. The test results confirmed something Ms. Joseph already knew: She had a talent for and enjoyed working with young children. She was then referred to the New Careers Program, which had just begun to seek assistant teacher trainees for the center.

Ms. Joseph began work at the center before the building renovation was completed. She recalls that she and the other trainees hired at that time "walked in thinking we were going to be teacher's aides and there wasn't even a school to teach in. The place was a shambles. We did everything from painting walls to scrubbing floors to help put the place in order."

More Than Babysitting

Like the other assistant teachers, Ms. Joseph has received on-the-job training in educational techniques for preschool children from the center's teachers. She has also taken college courses in early childhood development. Her take-home pay is now $176 every 2 weeks.

Under the supervision of the assistant teachers and other staff members, the children who attend the center, which is open from 6:30 a.m. to 6 p.m., put in a busy day. They follow a flexible curriculum specifically designed to enhance the development of preschool minority group children from economically deprived homes.

As Center Director Joe Ann Harris emphasizes, "The program is not simply a babysitting service." Games and other activities are designed to help the youngsters learn concepts—up, down, round, and big, for example—and to teach communications skills. Activities are built around a different theme each week to combine fun and learning. For example, during a week when activities emphasized information about farm animals, the children learned to sing "Old MacDonald Had a Farm," went to a rodeo, compared farm and zoo animals, talked about baby animals, and heard their teachers read stories about farms.

During free play periods, the children can dress up in old clothes and "play house" in an area equipped with toy household appliances and dolls, visit the science corner where live animals or plants are displayed, play with hand or finger puppets designed to build eye-hand coordination and manipulative skills, or choose from a variety of games or puzzles. A 2-hour nap and at least 2 hours of outdoor play that helps develop motor skills are also part of the daily routine.

An 'I Can Do' Attitude

The center serves breakfast, a hot lunch, and two snacks a day, and Donna Rinaldo, the TRW employee who is director of the Urban Affairs Corporation that runs the center, says that meals provide both good nutrition and learning experiences. "While the children eat they discuss what they're eating, where it comes from, and whether it's a fruit or a vegetable. We do this because many of the children have never been exposed to some of the food they get here."

Discussions about table manners also accompany meals. "A lot of the children never sit down and eat with their family units and they simply don't know how," Ms. Rinaldo says.

The center aims to help the children develop positive self-images as well as to learn specific skills. Center Director Harris explains, "The children have to develop an 'I can do' attitude before they can learn. Their parents need help in developing this kind of attitude, too, and we work closely with the parents to try to help them build their own self-esteem."

Center staff members attempt to meet regularly with parents to keep them informed about center activities and to encourage them to bring learning experiences into their homes and ask the children questions about their activities at the center. Parents acting as community representatives also help make decisions concerning center policies.

Except for those who are physically incapacitated, all the parents work or are in training programs designed to help them move off welfare rolls. The center serves children of parents receiving Aid to Families with Dependent Children and those who would receive such aid if low-cost day care did not enable them to work.

Several parents have more than one child in the program. One mother, for example, was able to participate in a training program only after enrolling her three preschool-age children at the center. She has since completed training and is now employed as a licensed practical nurse.

Children are referred to the center through the State Department of Public Welfare. Their parents pay sliding-scale fees that average 50 cents per child per week. The remainder of support for the $120,000-a-year program comes from Federal agencies and TRW.

Seventy percent of the annual operating budget comes from the U.S. Department of Health, Education, and Welfare under title IV-A of the Social Security Act. To be eligible for this money, which is channeled through the Texas welfare department, TRW must put up 30 percent of the program's annual costs.

The U.S. Department of Agriculture provides assistance in the form of available surplus commodities and a reimbursement of 65 cents per child per day to help offset food costs. Reimbursements add up to about $7,000 per year. The use of Federal manpower funds also helps cut operating expenses, and the Urban Affairs Corporation solicits additional help from local businesses which donate equipment and furniture to the center.

Benefits For All

While it is undeniably offering a valuable public service, TRW makes no secret of the fact that the project makes good business sense. In writing about the center, for example, Donna Rinaldo has pointed out that TRW's contributions to the program are tax deductible and that the center offers a highly visible project that may enhance the company's image and public relations and provide an opportunity to implement affirmative action equal employment opportunity programs required by law of government contractors.

In short, everybody involved appears to benefit from the Urban Affairs Child Development Center. Disadvantaged children get quality day care at little cost to their parents. The parents are able to work or get training as a result of the program. Disadvantaged persons get jobs and training as assistant teachers. And the company reaps both business rewards and the satisfaction of providing positive educational experiences for poor children. □

Words & Figures

MINORITY OUTREACH PROGRAMS

From their beginning in 1968 through February 1975, Manpower Administration outreach programs have helped over 47,000 minority group members move into or upgrade their skills in the construction and building trades.

In its 7 years of operation, the Apprenticeship Outreach Program (AOP) has placed 36,118 minority youth aged 17 through 26 into apprenticeship. The Journeyman Upgrading Program has helped another 10,937 partially skilled workers of all ages reach full journeyman status and become union members.

In 1974, 8,140 persons were assisted by the two programs; AOP placed 6,103 minority young people into apprenticeship, and the Journeyman Upgrading Program trained 2,037 workers with some experience in the construction trades.

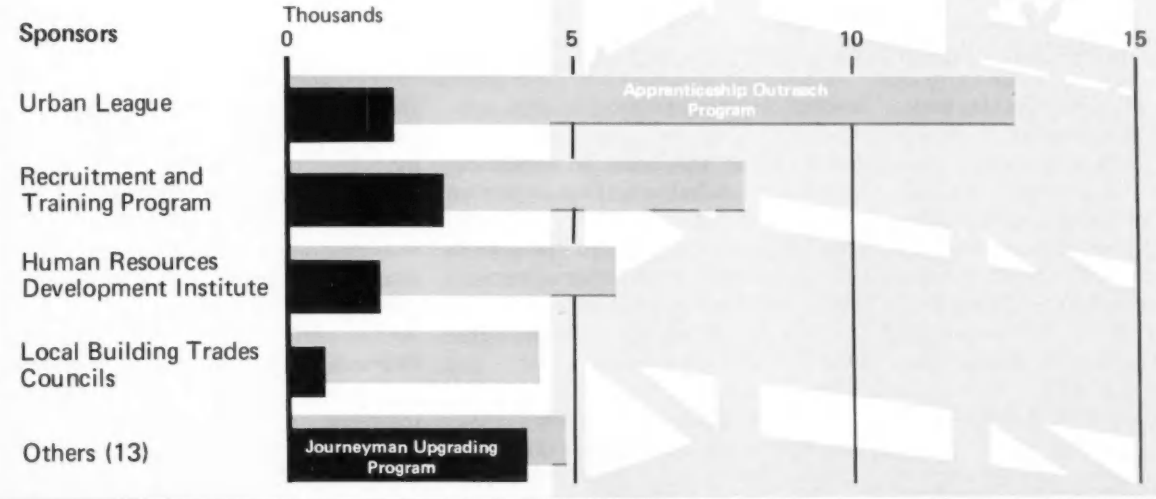
Under the AOP, which now has 105 projects nationwide, the Manpower Administration awards contracts to local sponsors to establish programs that will prepare black, Mexican American, Puerto Rican, Indian, and Oriental youth for apprenticeship examinations in specific trades. Major sponsors include the Urban League, local AFL-CIO Building and Construction Trades Councils, the Human Resources Development Institute (a department of the AFL-CIO), and the Recruitment and Training Program (formerly the Workers' Defense League).

The sponsors offer tutoring and counseling programs that last from 4 to 10 weeks, depending on the test and the trainees' individual needs. After passing the test, trainees are placed into formal industry-sponsored apprenticeship programs registered with the Manpower Administration's Bureau of Apprenticeship and Training or with State apprenticeship agencies.

The Journeyman Upgrading Program, which operates in 73 locations, helps persons of any age who have some experience in construction trades but have not been able to gain journeyman status and join a union. The program provides these workers with on-the-job training to upgrade their knowledge and skills.

The apprentices and journeymen in both programs are trained in 18 building and construction trades. For example, they may become carpenters, bricklayers, plasterers, electricians, plumber-pipefitters, and cement finishers.

Placements in Minority Outreach Programs in Construction Trades: 1968 – February 1975



Changing Careers in Midstream

by Stanley D. Hyman

Strategy of Career Transition Course Fights the Traumas of Midcareer Change

One of the most nerve-wracking experiences in life—and one which has been happening with increasing frequency in recent months—is a midcareer job change. This experience may happen because of a job loss or because of retirement at a relatively early age. Where one's career field is saturated, it means changing fields. Whatever the case, the career changer often needs help.

For nearly a decade, I have been involved in trying to provide such help. As creator and lead professor of Strategy of Career Transition, an accredited, Veterans Administration-approved course offered by The Catholic University, Washington, D.C., I have been helping midcareer jobseekers, particularly professionals with experience in supervisory and management positions, locate suitable employment.

The course, now in its fourth year, has graduated more than 2,000 people, and, says John J. Gilheany, director of Catholic University's Center for Continuing Education and Service, "has assisted the majority of its graduates to obtain positions matching their capability."

In February of this year, parts of the 7-week course were offered at a 1-day workshop at Catholic University. More than 300 people attended, and the workshop attracted national media coverage. At the workshop, industry personnel directors and job employment counselors discussed such things as how a job search should be conducted, resume writing, what to look for in terms of wage and salary structures, and equal employment opportunity guidelines.

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Among the participants at the workshop was Sam Roberts, 42, for the last 6 years a middle-level salesperson with clients all over the world—that is, until January of this year, when he lost the job.

"Technically, I've been laid off, but I don't expect to be called back, so really I've been fired," said Roberts. "I'm just not prepared to sell myself to a new employer because I haven't done it for so long. I never thought being laid off would reach to my level."

Roberts said that the period between his layoff and the workshop had been one of a difficult adjustment for his family and a sometimes agonizing self-appraisal for himself, as he has grappled with the prospect that "there may not be any jobs for me in what I want to do, or any jobs for me period." The anxiety from being forced to seek a new job had made him ill and had at first "completely devastated" his wife. Many other participants reported similar effects.

Strategy of Career Transition, the course on which the workshop was based, is designed to be an inexpensive, effective, short-term program that identifies and deals with the emotional aspects of midcareer transition, thus freeing the jobseeker to search effectively. It seeks to counter panic behavior, which may cause frenetic jobhopping and deep distress to the unemployed and their families.

The course operates first through pyschlogical testing which attempts to uncover the satisfactions which participants subconsciously need from a job and to match them with the job interests they express. As they get to know themselves better, to evaluate what they can and cannot do, to examine areas which offer them more opportunities than other areas, participants reduce their anxiety levels to workable plateaus.

The course probes for answers to such questions as: For this individual, would a large organization or a small organization be better? Is she suited to sales work? Should he be self-employed, or working for someone else? Does she need more training or education to increase her attractiveness to potential employers?

Many Deny Fears

The course's procedures help to make people aware of their unconscious fears about their predicaments—they often start out by denying that such fears exist—so that they can then take positive action to get back to work. Preparing them to do this is the most difficult part of the course, since they have been through a traumatic experience. Jobseekers have the choice of either fighting for a job or giving up; but since they are usually unable to face this fact directly, the course confronts them indirectly—through allowing them to identify with the experience of other job searchers, for example, and through a gradual infusion of the information which will help them in their job searches.

We attempt to get the participants in the course angry enough to drive away their fears, by outlining to them the hostility they may face in trying to establish themselves in new fields, by pointing out the inadequacies of the occupations they were in—anything to get their adrenalin flowing enough to prepare them for the challenges awaiting them. Then, through role playing and through dynamic interaction with the experts whom we call upon to aid them in their job search, they work to establish a realistic game plan for finding and keeping new jobs. They learn to write meaningful resumes and to prepare themselves for job interviews; they learn salary structures and other specifics about various occupations.

We also advise the participants to be careful about career counseling services. Many of these services are legitimate, of course, and can prove extremely helpful to the jobseeker. But some are out to take advantage, charging fees ranging from $500 to thousands of dollars, yet offering little more than simple resume preparation, superficial counseling, emotional handholding, and information that's available free in any public library.

Here are some of the hints the course provides on evaluating career counseling services: Shop around and check on the price ranges advertised—a $125-$200 range (allowing for area variations and the effects of inflation) for a service that offers in-depth psychological testing is likely to be legitimate; call the service you're interested in, and if counselors there will not tell you what fees are charged and exactly what the service will do for you, stay away from it; there are many excellent church-affiliated and other nonprofit services, but you should check out claims of church affiliation and other nonprofit status; finally, make sure that the service's psychological tests are valid and reliable (using as a guide *Buros Mental Measurement Yearbook*, in which American Psychology Association-approved tests are listed) and that the people who administer these tests are not only academically qualified but have a wide knowledge of local job markets.

The Strategy of Career Transition course is based on 3 years of research and pilot testing. The research carried on the work of Clifford Adams, a professor emeritus at Penn State University. In the early 1930's, when the

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Depression forced millions of people to search for jobs outside of their career fields, he began researching techniques to identify and counter the anxieties of jobseekers and to develop effective job searches. When the economy began to slip in the late 1960's and professionals were dumped into the job market at an alarming rate, I became interested in such techniques, and assembled a small group of psychiatrists, psychologists, professors, and business executives, to examine them. We contacted Dr. Adams and he helped us to develop the Strategy of Career Transition course.

We interviewed and tested more than 1,000 men and women. We experimented with different class lengths, mixes in age and sex, and course outlines. We evaluated input from the Department of Labor, private research organizations, major universities, and professionals who had been dealing with the problem on a one-to-one basis in therapeutic situations.

Our research revealed that the greatest amount of job search anxiety was among people making midcareer changes. These people are usually in their late thirties or early forties. Their experiences correspond with those described by Sam Roberts and by other participants at the February workshop. The average person in this age bracket is worried about such things as ability to perform, appearance, and appeal to members of the opposite sex. This person reflects on past accomplishments and unachieved goals, and looks to the future with deep concern.

Loss of Emotional Security

Emotionally, this time of life is shaky for even the most solidly employed citizen because of the psychological and physiological changes which take place then. Security is frequently derived from the job—from its income, from a work environment which is emotionally comfortable, and from the knowledge that one has developed skills which are recognized by an employer.

The subconscious shock is greater when the average professional worker in this age bracket approaches retirement at a relatively early age or is forced into a saturated job market. The shock has a number of effects on people: They bury their heads in the sand and do nothing; they become full of self-pity, depression, and pessimism; they gyrate wildly; minor marital problems, or troubles with children, are blown out of focus; all sorts of psychomatic ills are nurtured. Their internal fears may be so great that they will not respond to assistance from employers who try to help them relocate. They become their own worst enemies.

Festering fears of inadequacy because of age now become entwined with fear of the unknown job market: How well will I compete with the huge wave of highly educated and sophisticated young adults already in place? These thoughts, deeply embedded in the subconscious, now spring forth in full flower.

The following tips are offered in the Strategy of Career Transition course at The Catholic University. For a free outline entitled "Self-Marketing Tips for Unemployed Professionals," write: Box 75, The Catholic University, Washington, D.C. 20064.

If you have the funds, and if the testing expertise is available, take tests which will help you determine, among other things, whether you should be in a large or a small business, whether you are suited for sales work, whether you should have your own business, and whether you need further education and training to prepare yourself for the field you want to get into. In any case, you should take the following steps:

- *Write out your work history, including any income-producing hobbies you have and what you consider your most rewarding interests. Come up with three job categories you would like to work in; don't limit yourself to fields you have previously worked in.*
- *Check the listings of area trends in employment and unemployment put out by the U.S. Department of Labor's Manpower Administration.*
- *Contact professional and trade associations in your chosen fields for any job leads they may have, and obtain applicable publications offered by the Government Printing Office (such as the interpretive bulletins of the Labor Department's Wage-Hour Division about laws and regulations affecting different types of jobs). Publications available from the Department's Occupational Outlook Service—including descriptions of various occupations and projections of job prospects in many fields—may also be helpful, as may the* **Endicott Report**, *which is published by Northwestern University's placement service, and which is a survey of trends and developments in employment of college and university graduates in business and industry.*
- *For listings of businesses and industries in your area, check your nearest Chamber of Commerce and go to your nearest library and consult such reference works as* **Poor's Register of Corporations, Directors, and Executives, United States** *(known as* **Standard & Poor's***);* ***Dun & Bradstreet's Million Dollar Directory*** *and* **Middle Market Directory;** *and* **Moody's Industrial Manual: American and Foreign.**
- *Make up a 3- by 5-inch card file of your correspondence and contacts so that you can refresh your memory about your job search if you need to.*
- *Make up a succinct resume, either chronological or functional—preferably a page in length, no more than two. A chronological resume lists your job experiences in the order in which they occurred, while a functional resume shows the* **kinds** *of job experience you've had.*
- *Do not pay to have your resume written—nobody knows you better than yourself. See that it is on good paper; if you need multiple copies, avoid photocopying—try to reproduce them in a way that makes them look like originals (such as using a special typewriter and offset printing).*
- *Leave copies of your resume with anyone who might be able to help you in your job search—personal friends, present and previous business contacts, contacts in civic organizations, and finally companies which may be hiring in the career fields in which you're interested.*
- *Register with several area employment agencies. Stay away from employment agencies which require a fee before you have been placed in a job.*
- *Persevere; do not allow yourself to get discouraged. Friends and families can be very supportive, so don't be afraid to ask for their assistance, and don't reject it out-of-hand if it's offered. Some job-seekers have found it helpful to put up inspirational messages where they can see them every day.*
- *If job opportunities are at rock bottom, don't be embarrassed to take a job below your previous level, as long as it offers you the chance to move up in a field you're interested in.*
- *Remember: There is no easy way to achieve your objective. Keep your emotions under control. With tenacity and courage, you'll make it.*

Changing Careers

One of the volunteer members of our team, Dr. Clarence Bunge, was a psychiatric consultant to the Veterans Administration for many years. In 20 years of practice, he worked with many men and women who simply could not cope with the anxieties of job change. He found a direct correlation between escalating divorce rates, mental health problems and suicides, and depressed job markets. He cited cases where people who had been laid off waited 6 months before even trying to get other positions. Some people who had left jobs returned to their old places of business to continue to eat lunch with their friends, refusing to recognize the change in their situations. One worker could not leave his desk at 5 o'clock the day he completed 26 years of service and had to be sedated to be removed from the building—he was literally frozen with fear.

These cases are extreme. But it is common for people facing midcareer job change to experience increased marital problems, a diminution in the frequency and quality of sex life, a loss of self-esteem, and a loss of respect from wives and children.

Many people can make their career transitions with ease. Most people, however, go through periods of stress upon being forced to exchange the comfortable and known for the uncertain and unknown. And not just timid people, either. Sam Huff, a professional football linebacker who had the reputation of being a tough, dedicated, intense player, said, after his playing career ended: "All of a sudden I was part of nothing and I felt unwanted. I cried like a baby. There's nothing worse than to be turned out into the real world like that. It's terribly lonely, very difficult for the mind to adjust to."

Ironically, the people most deeply disturbed by midcareer changes are often those who have the longest lead-time to prepare: many military people, government workers, and others who have been given plenty of advance notice about retirement, for example. The reason is that they have begun to think about the impending change, although sometimes only subconsciously, as much as a couple of years before it happens; and their anxieties have had plenty of time to work ill effects upon them. Those confronted with job change suddenly, on the other hand, tend to be less traumatized and to recover more quickly.

Now that we have moved from research to implementation, we have found that many of our course's graduates have made successful transitions from highly technical occupations into entirely new career fields. Thirty-one percent of our students, we learned, were in the wrong fields to begin with and were interested in and qualified for at least two other fields which would give them greater job satisfaction. About 9 percent were unlikely to make it in any field because of ingrained behavior patterns that cause chronic jobhopping.

Those who have been able to make their transitions successfully sometimes write back to let us know how they're doing. Webster Griffith, an ex-military careerist, told of settling into a satisfying, well-paying job and said, "If you want statistics, I sent out 42 letters and resumes; got 14 invitations for interviews and accepted nine; and got seven job offers, five of which were worthwhile. Actually I see I didn't begin to tap the possibilities available, but you can only work at one place."

Other Letters

Don Luttrell, another ex-military careerist, wrote: "Using the techniques you taught me, I have landed a position as vice president of a small but growing floor-covering corporation in Dallas at $24,000 a year, plus bonuses and stock options."

Another course graduate who had to face a midcareer job change, Michael E. Rowan, said, "The course contains a fine mix of academic pursuits and practical knowledge of people in my situation. I was so impressed that I convinced my 24-year-old son to attend the next class. While he is rather well-established, we both feel the experience will benefit him and enhance his career."

We get heartbreaking letters too; but the fact that we have been able to help many people who are at a difficult time in their lives, and who are faced with jobhunting in a period of difficult economic conditions, makes us feel that we are part of an especially worthwhile venture. □

Kicking Off Into Tomorrow

Office of Minority Business Enterprise Program Helps Disadvantaged Youths Onto A Work Team

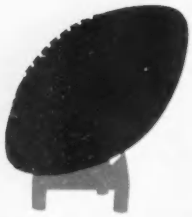
A project that combines the glamour of professional football, the need of private industry for future managerial personnel, and the energy and dreams of youth to make a go of it in the business world is being carried out by the Commerce Department's Office of Minority Business Enterprise (OMBE) in collaboration with the National Football League (NFL), the National Alliance of Businessmen (NAB), and the Nation's business community.

The project is the Business Management Fellowship Program. Through this program, high school seniors who are in the upper 10 percent of their graduating classes, have been accepted at an accredited college or university, and are economically or socially disadvantaged are given vacation-period jobs in private industry while pursuing their college studies. The pay they receive in these jobs helps them complete their 4-year college education.

High school students recruited for the program are awarded 4-year working fellowships and given progressively more responsible assignments during their 4 years of participation in the program. They take college courses of value to the business firms employing them. Thus, their vacation employment dovetails with their academic training, and they receive on-the-job training to round out their school studies. When they graduate from college, they will have a substantial degree of practical experience which should help them in holding positions in the business world and in becoming business managers or owners.

The Business Management Fellowship Program is patterned after the Commerce Junior Fellowship Program developed in 1967 which proved so successful that it was recommended to the Civil Service Commission for Government-wide adoption. Since the Commission put the program into operation as the Federal Junior Fellowship Program in the Washington, D.C. area in 1971, over 1,600 talented young persons, primarily from underprivileged and minority groups, have benefited from it, and an additional 300 are slated to enter the program during 1975.

Under the Federal program, high school seniors are chosen from the upper 10 percent of their graduating class. They must need financial help to



Kicking Off

go to college and must indicate a desire to pursue a field of study for which the Government agency employing them has a need.

Successful student candidates are appointed initially as Junior fellows at a salary of $2.73 per hour. Upon completion of each year of college with an acceptable scholastic record and satisfactory work performance in the Government agency during vacation periods, they are eligible for appointment at successively higher grade levels. Upon graduation, many of them obtain permanent professional positions in the Federal Government.

Program Began in 1973

Secretary of Commerce Frederick B. Dent launched the OMBE version of the program in March 1973, describing it as a "sound approach to help promising disadvantaged students to help themselves, and eventually to help the entire business community."

"With the doors of business opportunity now opening for our minority citizens," he said, "we hope to develop a reservoir of talent to take advantage of business opportunities that OMBE is able to create."

To enlist participation of businessmen in the program, OMBE decided to employ professional football players during the late winter and spring months to call on business firms in various cities throughout the country. Pete Rozelle, commissioner of the NFL, endorsed the program and pledged his cooperation in making it a success. Buddy Young, special assistant to the Commissioner, was primarily responsible for recruiting the players needed to sell the program. He said, "In reviewing OMBE's needs, I decided to recruit the younger players in the league who could use the money they earned during the 3-month assignment and who have the enthusiasm and salesmanship to do an effective job." The players throughout the NFL have shown dedication and enthusiasm, and are being welcomed by business leaders and looked up to by the students.

The 26 players currently engaged to sell the program to the private sector are: Clarence Ellis, Atlanta Falcons; James Harris, Los Angeles Rams; Joe Profit, a former New Orleans Saint; Ed Bell, New York Jets; Robert Bell and Eric Washington, St. Louis Cardinals; Jon Staggers, Green Bay Packers; Dave Lewis, a former Cincinnati Bengal; Mack Alston and Willie Alexander, Houston Oilers; Lydell Mitchell, Baltimore Colts; Ray Hamilton, New England Patriots; Tony Green and Neil Craig, Buffalo Bills; Lionel Antoine and Perry Williams, Chicago Bears; Doug Dieken, Cleveland Browns; Mark Washington, Dallas Cowboys; Bill Thompson, Denver Broncos: Steve Smith, Philadelphia Eagles; Emmitt Thomas and Robert Briggs, Kansas City Chiefs; Marlin Briscoe, Miami Dolphins; Ed White, Minnesota Vikings; Dwight White, Pittsburgh Steelers; and Verlon Biggs, Washington Redskins.

During 1973 and 1974, Secretary Dent sent letters to a large number of businessmen throughout the country urging them to join in the program. In a typical letter, he said: "One of the greatest challenges facing the American business community is the inclusion in a meaningful way of our minority group citizens in the economic life of this Nation.

Few Minority Businesses

"The latest Commerce Department data reveal that the businesses owned by minorities account for a scant 0.7 percent of total business receipts nationwide. Yet all minority groups account for 17 percent of our country's population.

"In an effort to overcome such disparities, the Commerce Department, through OMBE, is seeking to assist minority group members to help themselves into the mainstream of business endeavor."

OMBE's Director, Alex Armendaris said, "Our reason for bringing this program to the attention of the private sector is a sincere desire to establish credibility with our young people and to provide a practical way to develop fu-

The efforts of NFL players and former players in working with both businesspeople and students have been a key factor in the success of the Business Management Fellowship Program.

Los Angeles Rams quarterback James Harris (right) and Ed Gregory, Southern California Gas Company supervisor of employment (left), huddle with three students participating in the program.

ture minority entrepreneurs. This program could be the delivery system businessmen need to steer talented young minorities in their most formative years into the mainstream of the business world. The long-range benefits are evident: business-oriented, college-trained minority employees for the executive programs of business firms. The spinoff is bound to be better trained and therefore more successful minority entrepreneurs, should any of them decide later to go into business for themselves."

Fellowships for 2,278

During 1973 and 1974, business firms throughout the country signed up to provide 4-year fellowships for 2,278 graduating high school seniors, more than half of them women.

The average compensation for summer, Christmas, and spring vacation work during the 4 years of participation in the program is estimated at over $7,000 per student. Thus, business firms, in signing up to provide these fellowships, have agreed to commit themselves to a total payment of about $16 million to selected students.

Since it cost OMBE only $275,000 to implement the program in 1973 and 1974, the Federal Government's contribution to the program will be less than 2 percent of the anticipated private industry commitment to support the program.

Firms taking part in the program include Sears, Roebuck and Company; Kroger Food Stores; International Business Machines Corp.; Montgomery Ward; and Northrop Corporation. James R. Brannon, coordinator of equal opportunity for Liberty Mutual Insurance Company of Boston, another participating firm, expresses the general feeling of the employers: "We were pleased with the success we have experienced in participating in the program and look forward to having last year's students return and to taking on new candidates."

NAB, a nationwide volunteer organization of more than 70,000 firms which is funded by the U.S. Department of Labor and private business joined the program this year. This business group, which works with government and labor to secure jobs and training in the private sector for needy youth, Vietnam veterans, and ex-offenders, is providing office space and secretarial service for the NFL representatives.

Additional firms are committing themselves to the program and are signing up to provide more fellowships. In fact, response to this program has been so enthusiastic that OMBE is currently moving forward with plans to make the Business Management Fellowship Program a year-round rather than a seasonal program. NFL players will continue to be employed to promote the program during the spring months.

Goal Set for 1975

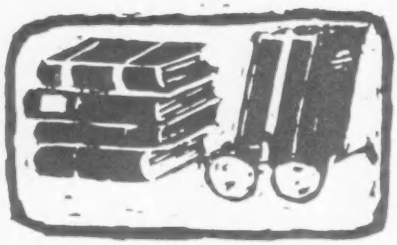
The program's goal for the year is to provide 1,200 business management fellowships. While OMBE believes that this is an attainable goal, it also realizes that the current economic crunch means that the program will have to work harder to match its past success. That is why it is placing its NFL players in 24 cities, compared with 14 in previous years.

The program is of importance to businessmen because it saves them training costs and assures them of trained personnel when the students complete their college courses. The program provided talented youth who otherwise might be unable to attend college with the opportunity to obtain a college education if they do good work in school and on the job.

One of the program's participants evaluates it this way: "By bringing college students in close contact with the business world, it provides us with work experiences that we may not have been able to get otherwise. It shows us the role we can play later and the kinds of uses to which the knowledge we are gaining can be put.

"It gives the students from an economically disadvantaged area the feeling they can make it—that there is a job somewhere for them and that there are people willing to make sure they have a chance to get it." □

Book Reviews



New Income Without New Jobs

Two-Factor Theory: The Economics of Reality
by Louis O. Kelso and Patricia Hetter
Vintage Books, Random House, New York, 1967, 202 pages. $1.95 (paperback).

In today's economic climate, there is an understandable demand for more jobs. This demand exists side by side with a continuing tendency in the United States to increase productivity by substituting machines for human workers, which tends to reduce the number of jobs available.

As this tendency accelerates, what will be the impact on jobs and income? Will we have to accept the cost of a vast proliferation of featherbedding? Or provide transfer payments to an army of 7 or 8 or 10 million unemployed, plus the millions of others on welfare? According to coauthors Louis Kelso and Patricia Hetter, such questions address the wrong problem.

Kelso, a lawyer, author, and corporate finance expert, and Hetter, director of the Institute of Economic Studies, believe that the real problem is not jobs per se, but income. Assembly lineworkers, we have been told, are the workers most afflicted by alienation and "the blue-collar blues." Many of these workers are now unemployed, and while they seem to be demanding a restoration to what they have been alienated from, what they really are demanding is a restoration of their paychecks.

The question then is how to arrange for a source of income to supplement the wages of the fully employed, to support the jobless, to help support the marginally employed. Are government transfer payments and all they entail in growing governmental intrusion the only way?

This book tells of another way. It is not a utopian construct, nor some dreary variation of socialism, nor a benign or destructive revolution. It is, in fact, nothing new; millions are already enjoying it. It is income from ownership in America's corporate enterprise, and the authors maintain that making such income more available to workers represents a use—indeed, a strengthening—of the "system" that can produce a workable solution to the income problem.

Of course, this income is currently restricted to those who have the money to purchase stocks. Under present circumstances, advising an unemployed auto worker to gain income by buying shares in Ford or General Motors would be equivalent to Marie Antoinette's unfortunate dietary advice to the breadless.

The unemployed worker presently depends on but one erratic source of income-producing private property: his or her labor. Possession of this property is what distinguishes a free from a slave worker.

To liberate the worker from the severest vagaries of the labor market, Kelso and Hetter outline a number of quite practical steps that can be taken now.

The key step is the creation of a lending instrument somewhat like the Federal Housing Administration. This instrument, which the authors dub the Capital Diffusion Insurance Corporation (CDIC), would differ in one basic way from the other sources of credit ordinarily available to a worker. Workers now have many sources of credit, but they are for *consumption*—for cars, houses, boats, vacations, or color TV sets. The CDIC is designed to facilitate loans for *investment* in dividend-producing equities.

Here's how it would work. The head of a low-income family would go to a commercial bank or to any other qualified lender. After establishing eligibility, he or she could borrow, for example, $4,000 each year for 5 years on CDIC-insured loans which would be without risk to the bank or to the borrower. An escrow account would be established in the bank, and after consulting with the borrower, a bank trust officer would purchase for the borrower's account a diversified portfolio of previously qualified, newly issued corporate equities. These would be retained in the bank escrow until the portfolio is paid for out of its earnings. Dividends at the rate of the average pretax earnings of the top 2,000 U.S. corporations would pay off each loan—principal and interest—in 5 to 7 years.

After this, the financed family would own a portfolio of $20,000 in diversified top-grade securities capable of paying about $4,000 a year (if corporations were to pay out most of their earnings rather than, as at present, reinvesting them—something they would be required to do under the Kelso-Hetter plan).

The authors believe if this plan were to be adopted—and several companies are experimenting with it—it would help to shrink government involvement in the economy, deconcentrate corporate ownership, greatly expand the economy, finance the lifelong education which our technology can make possible, and bring about many other important economic and social benefits.

Whether the plan is adopted or not, its proponents have given us a book which combines professional competence with a good deal of commonsense.

Timothy Larkin

Working It Out

Racial Negotiations: Potentials and Limitations
by W. Ellison Chalmers
Institute of Labor and Industrial Relations, University of Michigan-Wayne State University, Ann Arbor, 1974. 281 pages. $15.

W. Ellison Chalmers, in *Racial Negotiations: Potentials and Limitations*, studies the applicability of the processes of negotiation to the resolution of racial conflict. He starts with the premise that collective bargaining stabilizes conflict within the labor field and produces an acceptable accommodation of conflicting interests. From this he develops the hypothesis that since American institutions show the same unwillingness to deal with black concerns that they do with labor concerns, the black leaders, like labor leaders, must negotiate with the power structure to initiate change.

In order to test this hypothesis, Chalmers studied 16 cases involving racial confrontation which were subject to the negotiation process. His book summarizes several incidents of racial conflict and negotiations, analyzes the common patterns in these cases, and generalizes about conflict patterns in America.

The 16 cases chosen for study involve problems which occurred in several areas of the country between 1968 and 1970. The studies involve a variety of institutional settings: public employment programs, universities, school systems, welfare agencies, the construction industry, and nonprofit organizations.

Chalmers' examination of university negotiations is particularly informative and typical of the manner in which he analyzes case studies. Chalmers examines confrontations which developed at three diverse educational institutions—the University of Michigan, San Francisco State College, and Duke University—and makes several generalizations based on these three case studies. First, he says, a black group must have an experienced and highly skilled spokesman to represent it in the negotiations process. Second, an off-campus third party is sometimes of limited usefulness in a negotiation because neither side is receptive to that party. Third, faculty members may effectively serve as intervenors. During stable periods, for example, they may explore potential black studies programs and help black students establish positive identities.

Based on his study of all the cases described, Chalmers concludes that the collective bargaining process is a viable tool in promoting

racial equality, but he says that two sets of variables are essential to success: white executives' recognition of their own racial attitudes, and readiness on the part of blacks to marshal their forces and resources in using the collective bargaining process. Moreover, he recognizes that several problems arise from the differing views held by black leaders on racial goals.

It would appear somewhat premature, at least to this reviewer, to conclude that a step-by-step approach utilizing the negotiating process is a viable one. Such a conclusion must await a more thorough examination of black concepts of racial equality. Furthermore, the author's interpretation seems to indicate some disregard for the dynamics of the racial struggle revealed during the sixties. Yet at several points in the book, Chalmers does refer to "peace without settlement."

In choosing to compare labor-management negotiations with those of the black struggle for racial justice, the author selected an extremely difficult task. In the former, the complaints are specifically restricted to well-defined issues. In the latter, the complaint is frequently symtomatic of compounded issues. A persecuted group of people afflicted with a malady affecting their entire being cannot be made well and whole by attempts at symptom abatement.

Chalmers' sincere concern for the attainment of racial equality is obvious. His discourse asserting that there is no "black perspective" on this issue is a very necessary one. It is unfortunate, however, that in light of only minimal evidence of success with the negotiating tool, the author was not able to question more seriously his original analogy between the black quest for racial justice and labor's search for improved working conditions. In addition, this reviewer wishes that Chalmers had examined in greater depth the relationship between his proposed negotiations process and limited Federal and local government backing of black aspirations. He might also have more fully explored a countervailing factor, the expanding role of elected black political leaders in influencing Federal and local government.

Despite these limitations, Chalmers' book adds another dimension to the literature of race relations. On the whole, he is to be congratulated on advancing an interesting hypothesis about the resolution of racial disputes. His case studies are vivid, and his book should be a welcome addition to the libraries of public administration scholars and practitioners.

Philip J. Rutledge

Improving the Quality of Work

The Motivation Crisis: Winding Down and Turning Off
by John R. Hinrichs
Amacom Publishers, New York, 1974. 264 pages, $10.95.

The editor of MANPOWER wisely advises its reviewers to avoid technical jargon. It is only fitting, therefore, to begin by indicating that this short volume by John Hinrichs is itself a paragon of understandable prose. This is especially noteworthy for a book in a field that is notorious for its neologisms, minute technical definitions, and methodological hair-splitting. Hinrichs has contributed much in previous years to the professional literature and also has had many years of practical experience in personnel research and development. He could have written the book—concerned with the "demotivation" process among employees at all levels—for his technical and academic peers, but fortunately it can be read and understood by merer mortals.

The author takes us easily through the litany of the possible reasons for the recent upsurge of concern about productivity and the quality of work and of work life, but he goes on to demonstrate how individual employees undergo such experiences as "job decay" and obsolescence. More important, he describes what progressive managers can do to overcome and prevent these experiences. The text, replete with examples and case histories, outlines steps that might be taken to resolve such problems as poor job performance and undesirable turnover.

Hinrichs avoids crass oversimplification and demonstrates an awareness of social-psychological theory as it applies to organizational behavior and individual performance. Indeed, for the professional researcher and organizational consultant in the public as well as the private sector, *The Motivation Crisis* is a useful refresher course and a respectable source of valuable studies and references.

Equally important, Hinrichs is not a doctrinaire advocate of any single solution to the many problems highlighted in his book and is aware that many of today's work-life problems are different in nature and magnitude from those of a decade ago. For instance, none of us know the effects of the current recession on worker discontent. But judging from the author's arguments, we cannot afford to be too smug and complacent.

High levels of unemployment cannot automatically be counted on to solve the personnel issues dealt with in this volume. Organizations have changed, and so has the nature of our labor force. Nevertheless, there is still a need to provide employees with a decent work environment; adequate fringe benefits; opportunities for maximum utilization of skills and abilities; and relative freedom from unreasonable bureaucratic controls—which Hinrichs describes as "rules, regulations, and procedures that inhibit the individual's perceived ability to get the job done."

To the author's credit, he does not confine his observations and generalizations to the over-studied world of blue-collar work. He believes that the increasing class of better educated professional, technical, and other white-collar employees might be even more sensitive to the work environment conditions he discusses.

While Hinrichs stresses that the phenomena he lucidly describes have reached crisis proportions, he is essentially an optimist, as revealed in his chapter on "New Organization Forms for Tomorrow's Needs." He cites the growing management acceptance of research findings from the behavioral sciences and the increasing recognition that traditional organizational structures are working less effectively today. These structures, he alleges, inhibit employees' creativity and the development of self-esteem through work and are partly responsible for the development of skill obsolescence and individual withdrawal of interest in the job.

The author presents an "ideal" organization form that includes many productively provocative viewpoints. More important, the book contains much that should capture the imagination of managers, employees, and union leaders who are searching for solutions to the problems of a work force moving into the last quarter of a changing and unpredictable century.

Harold L. Sheppard

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Harold L. Sheppard is a senior research scientist with the American Institutes for Research.

R&D Reports

Following is a selected list of reports on research and development projects funded by the Manpower Administration. Copies of reports designated NTIS are available from the National Technical Information Service, Springfield, Va. 22151 for the price shown with each report for a paper copy or $2.25 for microfiche. Send remittance with order and specify accession number (PB plus following number). For reports not designated NTIS, single copies are available from the Division of Research and Development Utilization, Office of Research and Development, Manpower Administration, Room 9112, 601 D St. NW., Washington, D.C. 20213.

An Analysis of the Needs of Rural Youth in the Southeast

This study in a five-State area in the Southeast, one of a series aimed at developing better programs for rural youth, tested hypotheses about community, educational, and individual factors that affect the future adjustment of rural youth who grow up in the Southeast. NTIS (PB 238977/AS). $7.25.

A Survey of the Literature Relevant to Indian Rural Youth in the Southwestern States

A review of recent literature dealing with the problems of American Indian youth. NTIS (PB 238044/AS). $4.25.

The Feasibility of Vouchered Training in WIN

Report on the early stages of an exploratory program to test the feasibility of introducing a voucher system with which participants in the Work Incentive (WIN) Program can purchase skill training. NTIS (PB 238495/AS). $4.25.

The California Job Agent Program

Report presents the historical development of legislation designed to redirect the goals of the California Employment Service. Focuses on job agents, paraprofessional personnel hired to act as advocates for disadvantaged employment service clients. Describes job agents' characteristics, attitudes, expectations, and work settings. NTIS (PB 237433/AS). $10.

Answering the Mobility Imperative

Final report of a series of mobility projects in operation since 1965, in which data from extensive interviews with 1,500 relocatees are analyzed to discern patterns of mobility, wage and employment outcomes, and personal and environmental characteristics associated with mobility decisions and outcomes. NTIS (PB 237632/AS). $7.50.

Approaches to Relocation: Summary of Mobility Project Experience, 1965-1973

Summarizes what has been learned during the operation of the North Carolina Mobility Project, an experimental program designed to determine if, using appropriate supports, unemployed people in economically depressed areas of North Carolina could be relocated to and satisfactorily employed in the State's more highly industrialized Piedmont. NTIS (PB 238180/AS). $4.75.

The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects

Describes the job diagnostic survey, an instrument for measuring (a) the objective characteristics of jobs, particularly the degree to which jobs are designed so that they enhance the internal work motivation and job satisfaction of people who do them; (b) the personal affective reactions of individuals to their jobs and the broader work setting; and (c) the readiness of individuals to respond positively to "enriched jobs"—i.e., jobs which have high measured potential for generating internal work motivation.

Wanted: Jobs With Fair Pay for Veterans With Disabilities

Report on a study to determine what major problems Vietnam-era veterans with service-connected disabilities encounter in seeking and holding jobs and to explore possible solutions. Complete findings of the study are reported in *Disabled Veterans of the Vietnam Era: Employment Problems and Programs.* Short version available from Manpower Administration. Complete report, NTIS (PB 239433/AS). $9.50.

Predicting Job Tenure Among ES Applicants and Completion of Job Entry Among WIN Enrollees Through the Use of Biographical Information.

Report of a feasibility study of the use of biographical data to predict the chances of staying on the job or completing a manpower program. Includes the description of the development and administration of an experimental biographical information blank in selected public employment service offices and the Work Incentive (WIN) Program.

On the Coming Demise of Job Enrichment

Explores a number of frequently observed errors in implementing job enrichment that can lead to failures of the technique. Identifies a number of ingredients found to be common to most of the successful job enrichment projects that were observed.

The Role of Related Instruction in Apprenticeship Training

Report of project which analyzed related instruction in training journeymen in the Boston area in three trades: Machinist, electrician, and operating engineer. NTIS (PB229261/AS). $4.75.

Project Volunteer Power

Tested a new approach in developing greater opportunities for the employment of the physically handicapped, mentally retarded, and mentally restored by harnessing the resources of leading volunteer women's organizations at the local level, on a practical, planned basis. NTIS (PB 237167/AS). $4.75.

Experiment in the Streets: The Chicago Youth Development Project

An action-research program jointly undertaken by the Chicago Boys Club and the University of Michigan Institute for Social Research to test whether a program of aggressive street work and community organization could reduce delinquency among inner-city youth. NTIS (PB 236226/AS). $8.

Considerations in Selection of Public Service Employers

Focuses on considerations necessary for selecting employers in public service employment projects. (PB 231854). $3.75.

In-School Youth Manpower: A Guide to Local Strategies and Methods

"How-to-do-it" manual for establishing and directing work programs for in-school youth at the local level. Based on a survey and analysis of innovative Neighborhood Youth Corps programs. NTIS (PB 225578/4AS). $4.25.

manpower – word of many meanings

man·pow·er (man′pou′ĕr) - people, jobs, poverty, employment and unemployment, transportation, education, economics, housing, training, health services, upgrading, apprenticeship, research.

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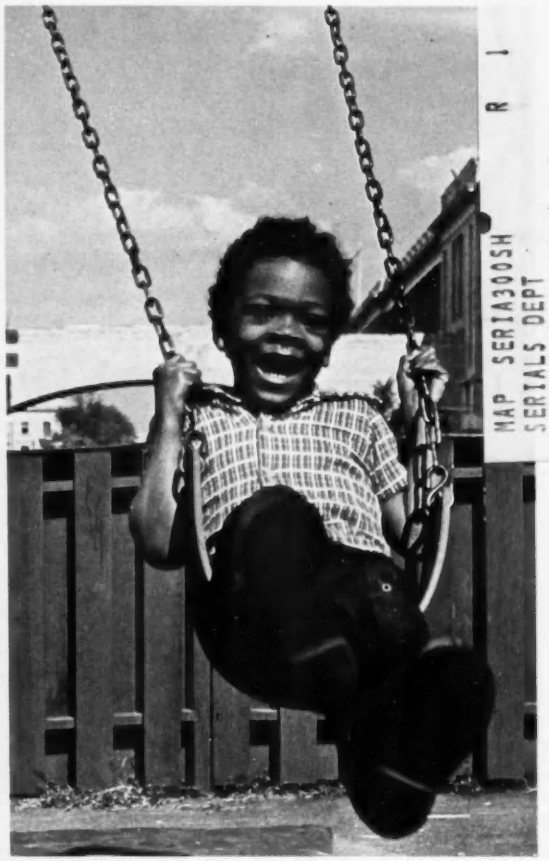

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These youngsters are enrolled in a day care center sponsored by the Department of Labor and run by Educational Systems Corporation. Like most employer-sponsored day care projects, the center they attend is open only to children of employees. An atypical industry-sponsored day care center in Houston, however, is operated not for employees but as a service to a low-income community. For a report on how disadvantaged children, jobless women, and the corporate sponsor all benefit from this project, see page 16 of this issue of MANPOWER.